



ROCC

Reconnaissance Operations & Commander Course



COMMAND & CONTROL



Agenda

- **Lessons Learned**
- **Training Focus/Priorities (example)**
- **Leader Roles**
- **LRS Strengths and Weaknesses**
- **Base Radio Station concept**
- **Training Cycle (example)**
- **Mission Assumption Brief (example)**
- **Team Tracking Sheet (example)**
- **Risk Assessment (example)**
- **Mission Analysis (example)**
- **Example of Commander's Mission Concept Br**



Lessons Learned

(1)

- **Prioritization of training**
 - 1) **Communication techniques (HF then TACSAT)**
 - 2) **Proper reporting *(report only what you see)**
 - 3) **Medical skills (1 x EMT per team, 100% CLS)**
 - 4) **Endurance related PT**
 - 5) **Break contact LFX (every training cycle)**
 - 6) **Insertion/extraction skills (helo, MFF, SL, vehicle, boat, foot)**
- **Equipment issues (know what others use and what works)**
 - **their communication equipment is “their weapon”**
 - **PRC-148, PRC-150, PRC-117/PSC-5**
 - **Optics (3x adapter, civilian scopes, AN-PAS 13)**
Reconnaissance and Surveillance Lead



Lessons Learned

- **Discipline** is most important **(2)** LRS characteristic
 - garrison (reflects tactical)
 - do not tolerate stereotype of “cowboy”, but make them feel appreciated and special
- **Doctrine:** *most LRS leaders and MI leaders do not know it
 - read FM 3-55.93 and get all LRS Soldiers RSLC qualified
- **Training ideas:**
 - best lessons learned at War Fighter Exercise (CPX)
 - incorporate medical and re-supply training during every event
 - use unit interrogators for de-brief or E&R
 - LNO from company at DIV or Corps Main (permanent desk)
 - participate in International Cambrian Patrol (or Reconnaissance and Surveillance Lead)



Lessons Learned

(3)

- Exploit the Target Acquisition capability of LRS Teams; most wasted “sensor to shooter” asset in Army
- Emphasize Collective training as often as possible
 - never give up an opportunity to use entire Ops & ACE
 - put teams in Isolation for every mission
 - Warfighter Exer. should be collective training event for all
- CSAR is not LRSU METL (lose 33% or 50% of collection assets)
 - although internal QRF is a necessity
- Planning timeline (72+ hrs takes unit out of targeting equation)
 - 72 hours and greater is unrealistic (old way of thinking)
 - less than 24 hours is realistic (need more specified guidance)
 - 12 or less “compressed” / 12-24 “normal” / 24 + “extended”
 - attend every DOC/Targeting meeting



Lessons Learned

(4)

- Selection / Retention / Relief of LRS soldiers
 - Selection/Assessment must be supported by CG
 - Interview process at replacement (working relationship)
 - BN/BDE support trial basis (30 days good standard)
 - BN/BDE CSM link with “V” Branch (re-enlist for unit)
 - “Special & unique missions, need special & unique soldiers”
- Relationship between LRSC/LRSD, BN, BDE, & Higher
 - Company Commander is “Salesman for the unit”
 - BDE and BN can facilitate “sales” role
 - BN/BDE great for issues with AGE, G3 Air, etc. (greatly influence fight to get LRS used properly)



LRS Training

"Top 3"



1) Reporting/Communications

- HF priority (SATCOM can't be guaranteed)
- Proper reporting format (TL quality control)
- Dual reporting (AOB, DOB/COB)
- Secure procedures

2) Medical Skills

- 100% of team CLS qualified
- one EMT per site

3) Endurance PT

- "PT for life" (foot marches/runs/etc)



LRS

Training Focus



Other training that needs to be emphasized, but can be a distracter without the proper guidance:

- **insertion and extraction techniques (MFF, static line, helocast, scout swimmer, 4x4 vehicles, climbing, etc)**
- **live fire (break contact)**
- **E&R training**
- **specialized individual schooling and tracking unit OML (can have negative effect on unit morale if not handled professionally)**



LRS



Leader Roles

1) Detachment:

- **CDR**- Targeting Meeting; Battle Update Brief; Mission Receipt; Det OPORD; Team Mission Analysis Brief and initial guidance; Briefback; direct link to Team Leaders
- **XO**- All CSS; resourcing; land/ammo manager
- **1SG**- Integral part of Planning; assist XO when necessary
- **OPS NCO**- Overall responsible for tracking all current operations; capable of executing 1SG duties; LRSD AS3
- **OPSO (optional)**- When available can provide CDR much flexibility; LRSD S3; can be experienced LT
- **Commo Chief**- Responsible for a unit Commo; briefs Para 5
- **2 x LNO (D Main or TF)**- Available 24 hours a day; unit representative- should be one of your best



LRS



Leader Roles

1) Detachment:

- **Higher Order receipt-** CDR; OPS rep; Commo rep
- **OPORDs-** Every leader (CDR, 1SG, XO, Supply, Commo, OPS)
- **MA briefs-** CDR attend and provide initial CDR's guidance
- **COA development-** TL execute internally; CDR spot check
- **RFIs-** OPSO track all and involve CDR only when necessary
- **Briefback-** Team's GO/NO GO Brief to LRSD CDR

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- **MICON** - LRSD CDR to ADC S or CC (include AVN if



LRS

Leader Roles



1) Company: (think in terms of a Battalion)

- **CDR-** Bn commander role; works through PL and PSG to the Teams
- **XO-** Bn XO; chief of staff & commodities
- **1SG-** The BN CSM; works proper recruitment/manning
- **OPS NCO-** LRSC S3; writes all OPORD and FRAGO; 2IC
- **OPSO-** AS3; tracks all current OPS; supervises Air, Land, Ammo, Schools NCOs
- **PL-** Company Commander role; briefs Para 3 for Team OPORDs; attend Decision Briefs; insert/extract; resupply *Reconnaissance and Surveillance Lead*



LRS

Leader Roles

1) Company:

- **Commo PL- Unit SIGO**
- **Commo PSG- Responsible for all commo**
- **Intel Officer (WO/ LT)- Integral part of Planning and Tracking; assist CDR develop/refine SOR (recommend to high)**
- **Intel NCO- 2IC for all Intel products; provides Intel depth**
- **Senior Medic- Brief medical portion of OPORD; internal treatment**
- **Supply SGT- Responsible for all supplies and vehicles**



LRS

Leader Roles



2) Company:

- **Higher Order receipt-** CDR; OPS rep; Commo rep
- **OPORDs-** All leadership involved; SME brief his area; PL brief Para 3; PSG Para 4; use Medic; etc.
- **MA briefs-** CDR attend to provide his initial guidance for COA
- **COA development-** TL to PL/PSG; PL/PSG inform CDR
- **RFIs-** Tracked and answered by OPSO/NCO; CDR involvement when necessary
- **Briefback-** Team's GO/NO GO Brief to CDR prior to MICON



LRS Leader Battle Rhythm

1) Detachment:

- **CDR, XO, 1SG and OPS NCO (maybe OPSO)**
- **2 x LNO (D Main or TF) - 24 hour operations**
- **Work it like a DA-6 (who is on shift and who is not)**
- **Based on personality & competence**
- **Leaders are failing the teams when they un-capable to mentally perform (because lack of sleep)**
- **1/3 to 2/3 teams employed (up to 4)**

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LRS Leader Battle 2) Company: Rhythm



- CDR & 1SG; OPSO & OPS NCO; XO & Supply SGT;
- PL & PSG; Commo PL & PSG
- 2-4 x LNO (C Main or TF)
- Work it like a DA-6 (who is on shift and who is not)
- Based on personality & competence also
- Failing teams when un-capable to mentally perform
- 1/3 to 2/3 teams employed (up to 12 surveillance leads)



LRS Value

- LRS can augment and supplement all other types intelligence collection particularly IMINT and SIGINT
- LRS can collect where technology can not:
 - thick vegetation and masking urban structures
 - counter deception (mock bridges, false vehicles)
 - extreme weather conditions that hinder IMINT
 - stealth insertion when UAV compromises itself
 - combat assessment (confirmed, possible, probable)
 - emplacement of sensors
- ***All-Weather-All-Thinking-24-Hour-a-Day-Collector***



Unexploited LRS Capabilities

- 1) Sensor to Shooter role (improving response time for indirect or CAS)
- 2) Tgt Acquisition does not have to imply the use of a Laser Target Designator; it as simple as observe then call for fire
- 3) Direct Fire long-range weapon systems (destruction of HVT and/or Force Protection)
- 4) Economy of Force (border security)
- 5) SASO (show of force, training local forces for various missions)
- 6) Personnel recovery “snatch” missions were successfully executed in recent operations
- 7) Any type of mission that implies the use of specially trained NCOs/Soldiers with great long-range commo skills and are accustomed to operating independently with little oversight



LRS

Strengths

- Capable of stealth and successful infiltration due to size of element
- Weather proof collector
- Human senses for collection (smell, sound, and touch)
- Capable of counter-deception (false vehicle or structure)
- Sensor for the shooter (with ability to adjust fire)
- Human damage assessment (combat assessment)
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Exploiting LRS

Strengths

- (+) **MFF/Static Line can get team in un-noticed; walk in**
- (+) **Insert LRS ground/air when UAV can not**
- (+) **If necessary; LRS can touch/feel to “confirm”**
- (+) **“Eye level” reporting can deter deception to Imagery**
- (+) **Eyes on; then let LRS immediately call for fire**
- (+) **Using standard Combat Assessment; human dimension**



LRS

Weaknesses

- Insufficient CASEVAC & minimal medical supplies
- Limited re-supply methods
- Limited mobility & heavy combat load
- Communications vulnerable to intercept or fix
- Lack of combat power (M203)
- Indirect fire support is typically untimely (15 minutes)
- Mutually supporting friendly forces typically unavailable



Counter to Weaknesses

- (-) CASEVAC: 100% CLS per team and 1-2 EMT per team
- (-) resupply: Cache for every insertion; electric fuel; sweet water pumps
- (-) soldiers load: PVC pipe; electric fuel; H2O pumps
- (-) commo intercept: secure FM; encryption for HF
- (-) combat power: M249; counter-tracking; claymores
- (-) fire support: LNO at D/C Main FSE: NFA vs

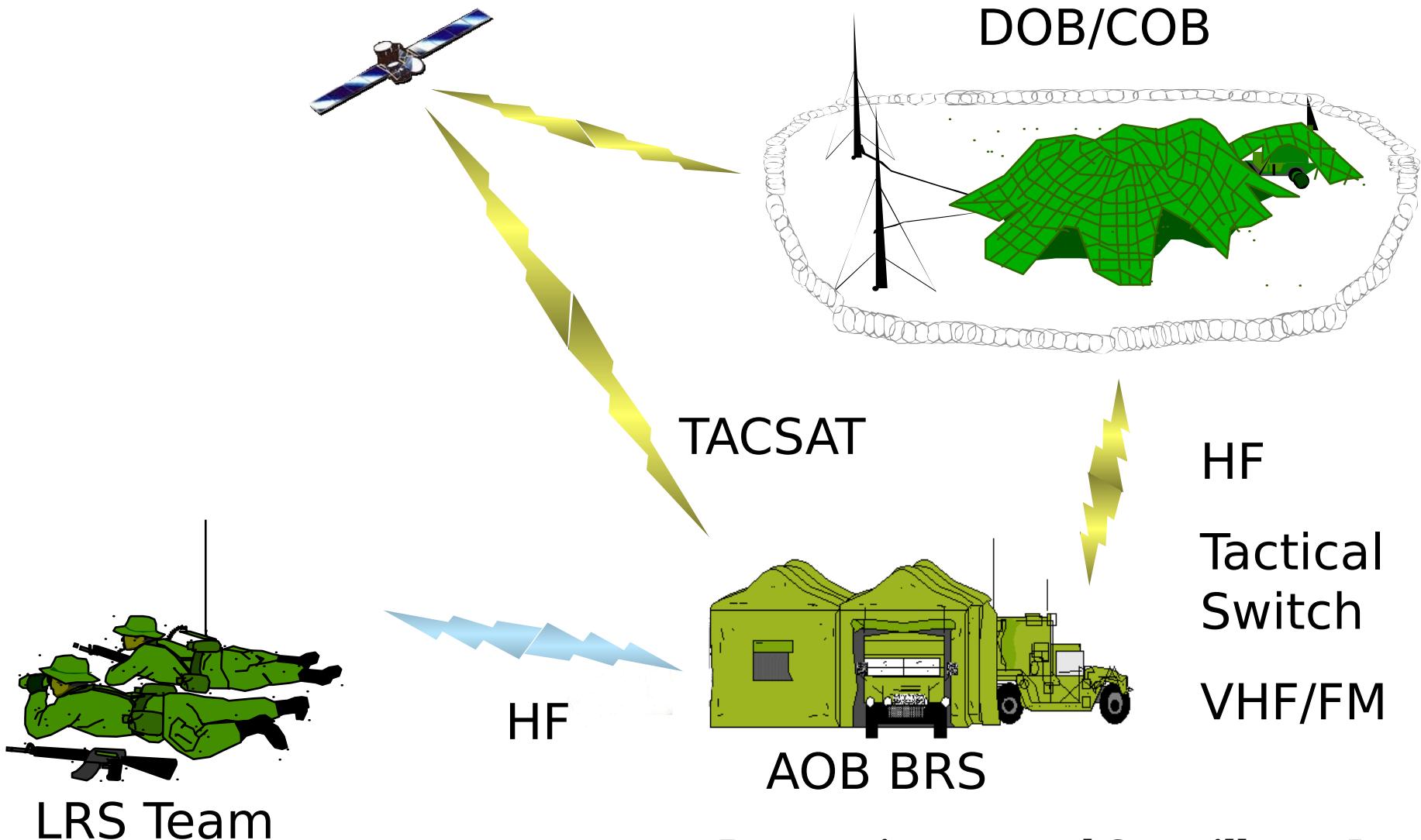


BRS Concept

- **DOB/BRS Operations is *the most critical cell within the LRS communications network***
- Primary link between the Commander and his deployed teams
- Normally located well within the security umbrella of the Corps or Division Main
- Close enough to the G2 to run a direct link LAN cable or wire line for reporting
- AOB may be collocated if communications has been established with teams
- AOB is always prepared to relocate in order to establish communications or when the COB/DOB relocates



AOB BRS Concept





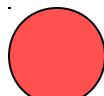
BRS Concept

- Two methods of employing the BRS, Joint and Separate:
 - **Joint:** Attached to the DOB/COB tent, allows face-to-face contact between radio operator and ops cell
 - **Separate:** Detached from the DOB/COB, linked by TACLAN, TACSAT, wire or VHF FM



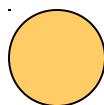
LRS

Cycle Guidance



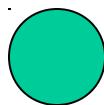
RED Cycle

- All platoon equipment ready to go to war
- Support all company on-post taskings



AMBER Cycle

- On-post schooling / EIB training
- Off-post taskings (O/C duties, etc.)
- Opportunity training (individual & collective)
- Off-post schooling / EIB training
- CTC rotations



GREEN Cycle

- Platoon training (unrestricted)



BLACK Cycle (X Month)

- Company special skills training (OPT)
- Block Leave



LRS Mission Ready Brief

Operations Officer

- Operational updates

Executive Officer

- Movement issues
- Scheme of maneuver for deployment

Intelligence Officer

- Law of War
- Country Brief "hot spot"
- SEADA Brief

Platoon Leader

- Platoon "How We Fight" roster brief
- Infil/Exfil Proficiency
 - MFF
 - Water
 - Static line
 - SPIES
 - FRIES
- Current platoon METL assessment
 - Platoon strengths
 - Platoon weaknesses

Platoon Sergeant

- Deployable/Non-deployable
 - Permanent profiles
 - Temporary profiles
- Platoon Equipment Status
 - Tents
 - Planning charts
 - Maps
 - Operational tracking
 - Supplies
- Alert roster update
- Packing list inspected
- POV storage plan
- Personnel administrative issues
- Pallets status

Supply Sergeant

- Special equipment issues
- Hand receipt status
- Class I
- Class V
- Class IX



ERS MISSION

Ready Brief

(cont)



Team Leader

- Weapon
 - Date of zero
 - Date of qualification
- Communications status
 - HF
 - SATCOM
 - FM
 - Survival
 - Batteries
- Night vision device status
- Day optics status
- Camouflage equipment status
 - ghillie
 - nets
 - hide site
- NBC equipment status
- Family Care Plan
- SGLI
- Next of kin
- Other issues

BRS

- Personnel
- TSC-128 status
- Vehicle status
- Frequency issues
- Communications
 - HF
 - SATCOM
 - FM
- Fill and key status
- Batteries
- Other issues

Platoon Medic

- Medical equipment status
 - Class VIII
- Environment update
 - Disease
 - Shot update
 - Weather concerns

NBC Sergeant

- Alarm equipment status
- Decon equipment status
- Garment status
- NBC team proficiency

Re

ead



Mission Risk Assessment Worksheet

1. Unit: B 321 IN			2. Prepared by: (Rank/Last name/Duty Position)		3. DTG Prepared:		
4. Mission/Task:			Risk Assessment process should begin with a brainstorm of key hazards and measures to control that risk. Only after the brainstorm should the preparer reference sample risk assessments or FL Reg 385-1. The underlying thought process is the second most important part of the risk assessment—preceded only by the effective implementation of the control measures.		DTG Begin: DTG End:		
6. Leader Task (If applicable):							
8. Hazards	9. Initial Risk Level*	10. Controls		Risk Level*	14. How to Implement	15. How to Supervise	16. Controls Effective?
Dropped Live Grenade	High (Ca/S)	<ul style="list-style-type: none"> ▪ Dropped grenade training for each soldier in mock bay (P) ▪ Certified NCO on each live bay (P,S) ▪ Soldiers remain in proper uniform (ie Kevlar, flak vest, etc.) (S) ▪ Soldiers rehearse "Throw Grenade" command sequence prior to entering bay (P) 		Mod (Ca/U)	<ul style="list-style-type: none"> ▪ Certified NCO supervision on each live bay ▪ Squad/team leader supervision ▪ Safety brief 	Continuous Supervision By RSO	
Premature detonation of grenade	High (Ca/S)	<ul style="list-style-type: none"> ▪ No more than 2 cases of grenades at issue point at one time (P) ▪ Grenades issued just prior to soldier entering the bay (P) ▪ Keep grenades in canister while moving around range (P) <p>Controls will indicate whether they affect the Probability or Severity of the hazard.</p>		Mod (Ca/U)	<ul style="list-style-type: none"> ▪ Safety brief ▪ Squad/Team Leader supervision ▪ Soldiers complete HGAC prior to throwing live grenades 	Continuous Supervision By RSO	
Order Hazards from most to least important (gut feeling)					Put implementation measures into practice (Safety Brief & Rg Safeties briefs)		
					For maneuver live fires, a concept sketch/graphic will accompany all risk assessments.		
12. Overall risk level after controls are implemented (Circle one)					13. Risk Decision Authority: (Rank/Last Name/Duty Position)		
LOW	MODERATE	HIGH	EXTREMELY HIGH		DTG and Signature		
Overall Risk Level is the highest individual residual risk					Decision Authority: Co Cdr - Low Risk Bn Cdr - Mod Risk Bde Cdr - High Risk		

* From Individual Hazard Asse



Hazard Assessment Matrix

PROBABILITY

		E - Extremely High	Frequent	Likely	Occasional	Seldom	Unlikely
		A	B	C	D	E	
SEVERITY	Catastrophic I	E	E	H	H	M	
	Critical II	E	H	H	M	L	
	Moderate III	H	M	M	L	L	
	Negligible IV	M	L	L	L	L	

SEVERITY CRITERIA AND DESCRIPTIONS

I. Catastrophic I	Death or permanent total disability, system destruction, major property damage. Loss of ability to accomplish mission.
II. Critical	Permanent partial disability, temporary total disability (more than 3 months), major system damage, or significant property damage. Significantly degrades ability to accomplish mission to standards.
III. Marginal	Temporary disabling injury (less than 3 months), lost workday case, compensable injury/illness, minor system damage, property damage. Degrades ability to accomplish mission capabilities to standards.
IV. Negligible	First aid or minor supportive medical treatment, minor system impairment. Little or no impact on mission accomplishment.

PROBABILITY CRITERIA AND DESCRIPTIONS

	A. Frequent	B. Likely	C. Occasional	D. Remote	E. Unlikely
Individual item	Occurs often in life of item or system	Expect several times during item life	Expect sometime during item life	Possible to occur in item life	Assume will not happen in item life
Fleet or inventory of items	Continuously experienced	Numerous cases, but intermittent	Several times in fleet/inventory life	Isolated incidents	Rare but not impossible
Individual soldier	Occurs often in career	Several times in career	Expect sometime in a career	Possible sometime in a career	Assume will not happen in a career
All soldiers exposed	Continuously experienced	Numerous cases, but intermittent	Sporadic occurrence	Isolated occurrences	Rare but not impossible

LRSC INSERTION CONDITIONS CHECK “GO or NO GO”

DATE ____
ATO ____
F-6



AGENDA

- Overall Recommendation
- Purpose for NAI (CMO)
- Enemy Situation (G2 plans or CMO)
- Weather (SWO)
- Mission statement- LTIOV (G2 / CMO)
 - Concept of the Operation (AVN & LSR)
 - BOS Check
 - Intelligence
 - Maneuver
 - Air Defense/ Air Space
 - Fire Support
 - CSS



RECOMMENDATION

	BOS SUMMARY
	Intelligence
	Maneuver
	Aviation
	LRS
	Air Defense / A2C2
	Fire Support
	CSS
	C2
	OVERALL ASSESSMENT



CMO

1. Importance of this NAI

- What we are looking for**
- What could happen if we don't look at this**
- How else can we cover this NAI**
- Why do we need LRS on it**

2. How early do we need to be on this NAI?

3. How long do we need to be there?



G2 / ACE

- Current enemy situation
- Expected enemy situation
 - ATO (D+ __) ____
 - ATO (D+ __) ____
 - ATO (D+ __) ____
- Enemy Order of Battle
- Enemy Disposition



ATO Slide

**(same as the Targeting
Meeting slide)**



SWO

(Weather Slide)





Aviation Portion of MICON

Slide #1- Mission Statement
Slide #2- Maneuver (air route)
Slide #3- ADA/A2C2
Slide #4- Fire Support
Slide #5- CSS
Slide #6- Command & Control



LRS Portion of MICON

Slide #1- Mission Statement



Do we know what to look for?

NAI _____

- **LTIOV**
- **PIR**
 - 1. _____
 - 2. _____
- **SOR**
 - 1. _____
 - 2. _____
 - 3. _____
- **Indicators**
- **OB**
- **#'s and type of vehicles**



Can we report what we see?

Commo Package:

- **Chance of compromise/intercept**
- **HF (PRC-138B)**
 - types of antennas
 - # of batteries (planned duration)
 - frequency propagation
 - effects of terrain and weather on commo
 - commo windows
 - break window criteria
- **SATCOM (PSC-5)**
 - channel priority
- **FM (PRC-119/ASIP)**
 - ANCD
 - Batteries
 - FH
- **UHF (PRC-90)**
 - Frequency

Reconnaissance and Surveillance Lead



LRS

INTELLIGENCE

	CONDITIONS
	Weather and Light
	Enemy situation- Insertion
	Enemy situation- Infiltration
	Enemy situation- Execution
	Enemy situation- Exfiltration
	Enemy situation- Extraction

Condition	Green	Amber	Red
Weather & Light	Favorable for all phases	Tempermental	100% illum; no terrain; rain+(-30)
Enemy Insertion	Air "GO"; clear LZ; alt LZ	unclear SEAD result	Enemy confirmed
Enemy Infiltration	LZ -10km; no threat	possible threat	Enemy confirmed
Enemy Execution	Contact not likely	possible threat	Enemy confirmed
Enemy Exfiltration	PZ-10km; not likely	possible contact	Enemy confirmed



LRS MANEUVER

	CONDITIONS
	ROD/RON location
	Forward Friendly Units Confirmed
	Hide Site
	Surveillance Site
	Execution Time

CONDITIONS			
ROD/RON	ROD site preplanned team consolidated	Passive PB; HS and SS split	No ROD; movt during day
Forward Friendly	LNO linked with FFU	No LNO, but have commo	No LNO and no commo
HIDE SITE	Pri & Alt planned; sub surface; 1-2 km SS	No Alt; -500m surface sites	No Alt; -200m surface; no net
SURVEILLANCE SITE	Pri & Alt planned; sub surface; +800m SO	No Alt; -500m surface sites	No Alt; -100m surface; no net
EXECUTION TIME	No more than 5 days	6-8 days	8 days or +
	OVERALL		

Reconnaissance and Surveillance Lead



LRS FIRE SUPPORT

	CONDITIONS
	Artillery SEAD Identified (lethal)
	LRS Fire Support Plan
	J SEAD Package Identified (lethal/non-lethal)
	OVERALL

CONDITION	GREEN	AMBER	RED
Artillery SEAD Identified (lethal)	Arty SEAD planned, coordinated & rehearsed	Arty SEAD planned and coordinated; not rehearsed	Arty SEAD not planned; coordination not complete
J SEAD Identified (lethal/non-lethal)	Available & coordinated	Available & coordination in progress	Not coordinated or not available
Fire Support Plan	Planned Targets for every phase	Planned Targets for only some phase	No Planned or approved Targets for every phase
NFA	Established at 250m and turned in to the FSE	Established but not in to FSE	No situational awareness of Team NFAs



LRS CSS

CONDITIONS	
N/A	CLASS I
	CLASS IV
	CLASS V
N/A	CLASS VIII
	Medical Training
	OVERALL

CONDITION	GREEN	AMBER	RED
Class I	Adequate	Marginal	Not available
Class IV	Adequate	Marginal	Not available
Class V	Adequate	Marginal	Not available
Class VIII	Adequate	Marginal	Not available
Medical Training	EMT & CLS per TM	Only CLS	No medical skills



LRS C2

CONDITIONS	
	COB operational
	AOB operational
	Link to ACE
	Commo with Aviation
	TACSAT / HF
	Abort Criteria Established

CONDITION	GREEN	RED
COB	Operational	Non
AOB	Operational	Non
ACE link	Phone/email	Non
TACSAT/HF	Working	No commo
Abort Criteria	Established	Not established

Abort Criteria:



LRS

RISK MANAGEMENT

RISKS	CONTROLS IMPLEMENTED
1.	1.
2.	2.
3.	3.



LRS

RECOMMENDATION

	Intelligence
	Maneuver
	Aviation
	LRS
	Air Defense / A2C2
	Fire Support
	CSS
	C2
	OVERALL ASSESSMENT



CORPS CHIEF OF STAFF
OR
DIVISION ADC-S
DECISION

GO

NO GO